

## **Office of Diversity and Equal Opportunity**

### **Diversity and EEO Supervisory Performance Indicators**

The following performance indicators are examples of specific, measurable actions that supervisors can take to meet or exceed the Diversity and EEO Performance Requirements under the Management Competencies for supervisors. The indicators are not meant to be exhaustive, nor would one expect every supervisor to be taking every action described. Rather, the examples are intended to give supervisors and their rating officials a better understanding of how successful diversity and EEO performance might look.

- ***Critical Element Language: Positive steps are taken to incorporate diversity into business strategy of the organization or program/project.***

**Examples:**

- Articulates to managers and employees why diversity and inclusion issues are relevant to NASA and its mission) and does so within his/her organization ( i.e., “makes the business case” for diversity and inclusion at NASA).
- Discusses the Agency’s Diversity and Inclusion Policy within the organization , e.g., at all-hands meetings, and ensures appropriate dissemination to all employees.
- Considers and includes goals of diversity and inclusion into all organizational planning.

- ***Critical Element Language: An inclusive work environment is sought where employees are engaged, valued, and respected for their individual and cultural differences, treat one another fairly and with respect, and their talents are fully utilized, regardless of background.***

**Examples:**

- Considers diversity in team assignments, panel memberships, developmental opportunities, etc., and ensures under-represented populations are included.
- Participates in diversity and inclusion dialogues, surveys, and training and educational opportunities.
- Encourages employees to participate in diversity and inclusion dialogues, surveys, and training and educational opportunities.

- ***The work environment encourages the open and honest exchange of information and the expression of ideas, diverse opinions, and dissenting views while presenting one voice to the public.***

**Examples:**

- Solicits diverse points of view in meetings and offers alternative methods for employees to express ideas, e.g., one-on-one conversations, emails, anonymously.

- Encourages a work environment in which employees at all levels share knowledge, solicit and receive constructive feedback, and employ active listening techniques.
- Encourages employees to provide input into decisions and feel their input is valued, and once made, decisions are communicated clearly.
- Recognizes and rewards employees for open and honest exchanges of information.

➤ **Strives to create and maintain a work environment that is free of discrimination, harassment, and retaliation of any kind and accessible to qualified individuals with disabilities.**

**Examples:**

- Implements NASA anti-harassment procedures in accordance with NPR 3713.3.
- Promptly responds to requests for reasonable accommodations by qualified individuals with disabilities in accordance with NPR 3713.1A.
- Contacts EO Office for technical assistance on EEO matters, such as providing reasonable accommodations, religious accommodations, etc.
- Ensures personal knowledge of EO policies and procedures, e.g., reasonable accommodations, anti-harassment, is up-to-date by taking advantage of available education and awareness opportunities.
- Monitors employees' completion of required EEO training, e.g., No FEAR Act training, and encourages participation in non-required training, e.g., E-learning tools on ADR and anti-harassment.
- Proactively monitors work environment to ensure accessibility for individuals with disabilities, and contacts facilities manager and EO Director if there are concerns.
- Reiterates and supports Diversity and EEO policies during all hands meetings at least annually.
- Reacts immediately and consistently to stop inappropriate jokes, language, and behavior, or any other discriminatory or retaliatory behavior.

➤ **Conflicts are resolved in a positive and constructive manner and complaints of discrimination are resolved, if possible, by engaging in an alternate dispute resolution (ADR) process.**

**Examples:**

- Participates in and encourages employees to participate in NASA Conflict Management Program training.
- Contacts EEO Office for technical assistance or advice at earliest possible stage, before conflicts rise to EEO complaints or grievances.
- Participates in, or advocates for ADR when appropriate.
- Cooperates with EEO officials in discrimination complaint process.
- Retaliation/reprisal against employees who engage in ADR or the EEO complaint process is not tolerated.

- **Efforts to ensure transparency in personnel practices are undertaken so that all employees know of opportunities for mentoring, developmental programs, details, special assignments, etc.**

**Examples:**

- Ensures that all employees are aware of and have the opportunity to apply for mentoring, developmental, and leadership programs, by disseminating information widely and in various media (e.g., staff meeting announcements, emails, newsletters, performance planning discussions, etc.)
- Ensures all criteria being used for selections are in fact job-related and consistent with business necessity.
- Carefully reviews application and nomination packages to ensure all qualified employees and applicants have an equal opportunity for employment selections, promotions, developmental programs, and awards.
- Encourages employees to prepare individual development plans (IDPs) and provides coaching to help them overcome deficiencies and gaps in skills and knowledge.

- **Positive steps are taken to include demographic diversity in the organization/program/project.**

**Examples:**

- Conducts periodic self-evaluations of organizational demographic diversity and is aware of which groups are under-represented within the organization.
- Makes effort to increase participation of under-represented populations in the organization through internships, co-op students, hires, promotions, details, etc.
- Utilizes contractors with diverse workforces.
- Utilizes non-traditional recruitment sources when advertising vacancies, to broaden the diversity of the applicant pool, including geographical, age, and other dimensions of diversity.
- Utilizes the expertise of employee resource/affinity groups to assist in outreach and recruitment efforts.
- Seeks guidance from HC and EEO regarding Schedule A appointments to hire individuals with disabilities.
- Is familiar with the Model EEO Center Plan and works with EO Office to implement specific actions of the Plan.